



DISC Summary

An Evaluation of Behavioral Styles

Report For: XYZ Company - Supervisor Team

Date: 1/6/2024



Culture-Werks

Introduction to DISC Summary Report

Team Members:

John Findly

Nikki Morris

Mark Roberts

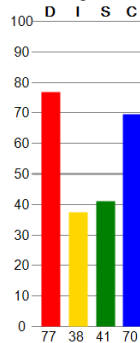
Kari Smith

Danny Tran

Betsy Whitte

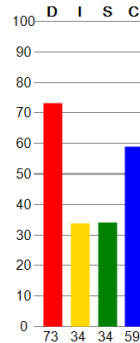
John Findly - DC/Dc - Explorer Style

Adapted Style - Graph I

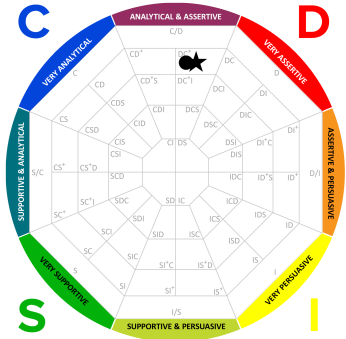


Pattern: DC (5335)

Natural Style - Graph II



Pattern: Dc (5224)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You tend to be a strong agent of change.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You maintain a strong, businesslike focus on problems, ideas, and solutions.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to make decisions having the bottom-line in mind.
- You are able to find solutions quickly, with a high degree of quality control.

Your Work Style Tendencies – What You Bring to the Job:

- You seek authority equal to your responsibility.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.
- You tend to make day-to-day operational decisions very quickly and easily. You devote substantially more time, effort, and caution to larger decisions.
- You enjoy developing new systems and procedures to increase efficiency or quality control.
- You are motivated to be creative and tend to become bored with routine work.

You Will Be Most Effective in Environments That Provide:

- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Security and confidence in quality control measures.
- Freedom from external pressure, while allowing for self-imposed pressure and urgency.
- Support of some occasional vacillation in decisions or ideas.
- Opportunities for one to work alone, and to think things through.
- Opportunity for advancement to positions allowing for creativity.
- Power and authority to make decisions and create change.

You Are Motivated by:

- Direct, factual answers to questions, supported by accurate data.
- Immediate results for the high quality effort provided on any project.
- Time to analyze facts and data prior to making a final decision.
- Freedom from control and close scrutiny. A lack of freedom implies a lack of trust.
- Efficient methods which get things done faster, without sacrificing quality.
- Time to react to sudden changes, and to analyze the impact on overall quality.
- Authority equal to the responsibility you have been given.

John Findly - DC/Dc - Explorer Style

You Need:

- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.
- To be able to trust the competence and high standards of others on the team.
- To seek more input from others for a more effective team cooperation.

Under Stress, May Be Perceived by Others:

- Creates double-bind situations
- Condescending
- Aloof and blunt
- Uncaring

Your Needs When Stressed:

- Tangible evidence of progress
- Accomplishments
- Control of the situation and yourself

Your Typical Behaviors in Conflict:

- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.

Reduce Conflict and Increase Harmony with Others:

- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with your normal behavior may be counterproductive, resulting in interference with your desired results.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person

When Communicating with John, DO:

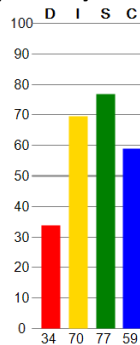
- Give John time to verify the issues and potential outcomes.
- Motivate and persuade John by pointing out objectives and expected results.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Remember these three rules: Be brief, be bright, and be gone.
- Give John the opportunity to express opinions and make some of the decisions.
- Be prepared to handle some objections.
- Beware of indecision, and be sure to keep the "data gate" open for more information.

When Communicating with John, DO NOT:

- Fail to follow through. If you say you're going to do something, do it.
- Forget or lose things necessary for the meeting or project.
- Try to develop "too close" a relationship, especially too quickly.
- Use unreliable evidence or testimonials.
- Provide incomplete or unclear directions or instructions.
- Confuse or distract John from the issues at hand.
- Leave things up in the air, or decide by chance.

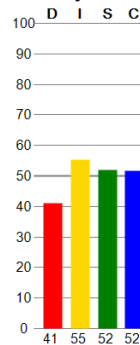
Nikki Morris - SIc/ISC - Technician Style

Adapted Style - Graph I

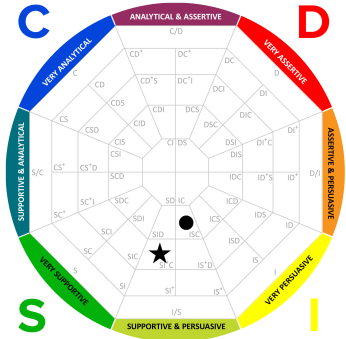


Pattern: SIc (2554)

Natural Style - Graph II



Pattern: ISC (3444)



(circle) = Natural Behavioral Style

(star) = Adapted Behavioral Style

Your Strengths:

- You are excellent at motivating others toward team goals with your enthusiasm and optimism, as well as your sensitivity to their needs and concerns.
- You are able to provide strengths on both the "people side" and the technical side of projects and operations.
- You are technically skilled and proficient in your area of specialty. You develop systems, utilities, and procedures with high-quality standards.
- You are a reflective, critical thinker, able to comprehend complex or abstract systems, assist with solutions, and get others on board with the project.
- You are always well-prepared for meetings. You do your homework and expect the same of others.
- You combine people skills, patience in working with others, quality control, and attention to details in a versatile blend of talent and expertise.
- You are deadline conscious, with excellent time-management skills.

Your Work Style Tendencies – What You Bring to the Job:

- You tend to be modest, but also have the ability to become assertive when necessary for emphasis.
- You may tend to become vocally disappointed when standards aren't met, or when a project gets delayed.
- You have a large base of knowledge, and a continuing appetite to learn more and seek expertise in specialized subjects.
- You tend to be optimistic -- you demonstrate high personal standards while setting high goals for yourself.
- You have the ability to handle people with patience.
- You persuade others in the organization by demonstrating personal competence, and encourage others with a sense of optimism.
- You have the ability to focus on building your own skills and talents, while also assisting others on the team in building their own skills.

You Will Be Most Effective in Environments That Provide:

- Appreciation for your long hours and work ethic on tough projects and assignments.
- Clear areas of responsibility with minimal ambiguities.
- Opportunities for building a network of people and contacts.
- Support for critical thinking skills and logical, rather than emotional, decision making.
- A democratic environment with participatory management.
- Public recognition for accomplishments.
- Established practices, procedures, and protocols.

You Are Motivated by:

- Projects and challenges of a highly specialized nature that support your natural curiosity and detail orientation, while also allowing you to demonstrate your skills and competence.
- Social recognition and/or awards to confirm ability, skill, or achievements.
- Assignments that allow for communication with a variety of contacts.
- Acceptance as an important member of a group or team.
- A home life that is supportive of the work demands.
- Tasks which are completed the right way the first time, so that errors don't have to be corrected later.
- A strong, visible group or organization to identify with and be proud of.

Nikki Morris - SIc/ISC - Technician Style

You Need:

- Clear and specific job descriptions and role responsibilities.
- To feel valued for your contributions to the team's success.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Options for increasing efficiency of certain methods or procedures.
- Increased authority to delegate routine tasks and procedures.
- Reassurance that the long hours spent on a project are worthwhile in building a successful outcome.
- Complete explanations of processes, and the internal systems used.

Under Stress, May Be Perceived by Others:

- Overly sensitive to feedback
- Micro-manages others
- Whiner and knitter under pressure
- Unrealistic expectations of others

Your Needs When Stressed:

- To get credit
- Action and interaction
- A quick pace for stimulation and excitement

Your Typical Behaviors in Conflict:

- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.
- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.

Reduce Conflict and Increase Harmony with Others:

- Recognize that you can never resolve conflict by avoiding it. While you may be concerned that you will damage a relationship while expressing your needs or clarifying your expectations, respectfully dealing with issues will allow you to leave them behind you. Be sure, of course, to listen attentively to their concerns and respond appropriately.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.

When Communicating with Nikki, DO:

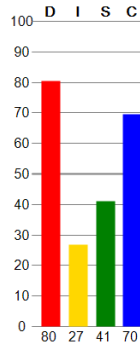
- Be candid, open, and patient.
- Do your homework, because Nikki's homework will already be done.
- Provide logical and practical evidence.
- Be accurate and realistic, don't over-inflate ideas or outcomes.
- Ask for Nikki's input regarding people and specific assignments.
- Provide testimonials from people Nikki sees as important and prominent.
- Assure Nikki that there won't be any surprises.

When Communicating with Nikki, DO NOT:

- Offer promises that you can't keep.
- Be disorganized or sloppy.
- Rush the issue or the decision-making process.
- Be unrealistic with deadlines.
- Push too hard.
- Be vague about what's expected of the group.
- Get in the habit of manipulating ideas quickly.

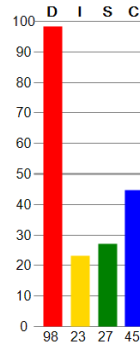
Mark Roberts - DC/D - Producer Style

Adapted Style - Graph I

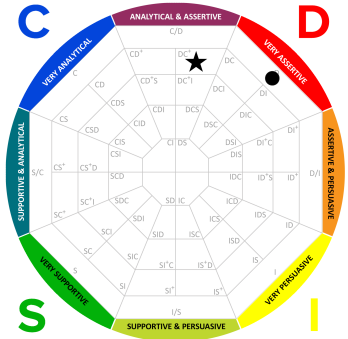


Pattern: DC (6235)

Natural Style - Graph II



Pattern: D (6223)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are a self-starter who doesn't wait for external things to happen.
- You have a strong sense of urgency when it comes to getting things done.
- You bring innovative ideas and solutions.
- You are motivated to challenge yourself and others.
- You ask questions that challenge tradition.
- You value perseverance and rarely give up.
- You are self-reliant, with the ability and innovation to blaze new trails.

Your Work Style Tendencies – What You Bring to the Job:

- A very resourceful individual, you can adapt to many different environments quickly.
- You set high goals for yourself and others.
- You like to generate new ideas, allowing others work on the details of a project.
- You show interest in many areas of the organization.
- You want to be perceived as one who loves challenges, competition, and difficult assignments.
- You are not easily influenced by the group, or by the constraints of organizational protocol.
- You may be critical of established procedures and methods.

You Will Be Most Effective in Environments That Provide:

- Few, if any controls or limitations on your authority.
- Many varying experiences, including some occasional unexpected surprises or problems.
- Performance appraisals based on the results achieved, not the means or process used.
- An audience to hear your ideas and solutions.
- Opportunities for multi-tasking, and multi-threaded projects.
- Minimum direct supervision.
- Freedom from details and minutiae.

You Are Motivated by:

- Recognition for achievements and competence.
- Opportunities to express your ideas and opinions.
- A variety of experiences and new challenges.
- Independence to be able to act on ideas, and to express creativity in solving problems.
- Having authority equal to your responsibility.
- Opportunities for advancement and career expansion.
- A change-oriented work culture.

Mark Roberts - DC/D - Producer Style

You Need:

- To curb intensity in less urgent situations.
- To understand the results that are expected of you, and to be judged on the results, rather than the methods used to achieve the results.
- Straight-forward, direct communication.
- To be reminded to pace yourself, and to occasionally slow down to relax and rebalance.
- Environments with challenging assignments.
- An understanding of your boundaries to keep from overstepping your authority.
- To negotiate commitments on a face-to-face basis. This helps maintain clarity and mutual responsibility.

Under Stress, May Be Perceived by Others:

- Demanding
- Manipulative
- Controlling
- Domineering

Your Needs When Stressed:

- Tangible evidence of progress
- Control of the situation and yourself
- A fast pace for moving toward goals

Your Typical Behaviors in Conflict:

- Since you tend to focus on your own results, you may tend to become autocratic in order to get your way.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.

Reduce Conflict and Increase Harmony with Others:

- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person

When Communicating with Mark, DO:

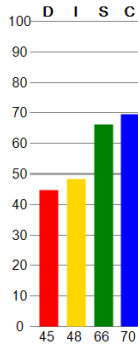
- Be prepared to handle some objections.
- Stick to business matters only.
- Be clear in your explanations.
- Stay on track. Don't talk about extraneous issues or items.
- When you disagree, take issue with the methods or procedures, not with the person.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Ask "what"-oriented questions that close the issue or topic.

When Communicating with Mark, DO NOT:

- Make guarantees and assurances when there is a risk in meeting them.
- Try to develop "too close" a relationship, especially too quickly.
- Leave loopholes or vague issues hanging in the air.
- Let it reflect on Mark personally when in disagreement.
- Engage in rambling discussion, and waste Mark's time.
- Make decisions for Mark.
- Be sloppy or disorganized.

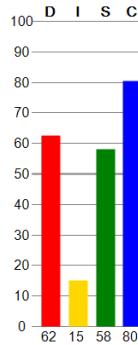
Kari Smith - CS/Cds - Explorer Style

Adapted Style - Graph I

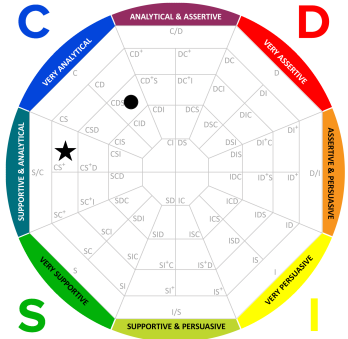


Pattern: CS (3355)

Natural Style - Graph II



Pattern: Cds (4146)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You are able to make decisions having the bottom-line in mind.
- You consider many alternatives, theories, and possibilities in your problem-solving approach.
- You put hard work and heavy effort into finding the best possible answers to questions or problems.
- You are able to find solutions quickly, with a high degree of quality control.
- You are a very creative thinker and innovator.
- You have the ability to use your imagination and take calculated risks in developing new solutions to problems.
- You tend to be a strong agent of change.

Your Work Style Tendencies – What You Bring to the Job:

- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You motivate others on the team with a sense of competition and urgency.
- You are motivated to be creative and tend to become bored with routine work.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You are motivated by a freedom and flexibility to re-examine results and conclusions.
- You tend to make day-to-day operational decisions very quickly and easily. You devote substantially more time, effort, and caution to larger decisions.
- You seek authority equal to your responsibility.

You Will Be Most Effective in Environments That Provide:

- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Support of some occasional vacillation in decisions or ideas.
- Power and authority to make decisions and create change.
- Challenging assignments that are both detailed and wide in scope.
- Security and confidence in quality control measures.
- Opportunities for one to work alone, and to think things through.
- Opportunity for advancement to positions allowing for creativity.

You Are Motivated by:

- High standards of quality that all members of the team honor and support.
- Efficient methods which get things done faster, without sacrificing quality.
- Freedom from control and close scrutiny. A lack of freedom implies a lack of trust.
- New experiences, and new challenges to meet.
- Time to react to sudden changes, and to analyze the impact on overall quality.
- Things being done correctly the first time, so that later corrections aren't necessary.
- Direct, factual answers to questions, supported by accurate data.

Kari Smith - CS/Cds - Explorer Style

You Need:

- To seek more input from others for a more effective team cooperation.
- To focus on reaching closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- Fewer daily critical decisions, as you may hesitate when under too much pressure due to the desire for a high-quality result.
- A minimum of oversight, interference, and organizational politics getting in the way of the creative processes.
- To verbalize more of your reasons for decisions, and to include others in the decision-making process.
- To be able to trust the competence and high standards of others on the team.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.

Under Stress, May Be Perceived by Others:

- Vacillates
- Moody
- Condescending
- Creates double-bind situations

Your Needs When Stressed:

- Accuracy
- Understanding of principles and details
- Guarantees that you are right

Your Typical Behaviors in Conflict:

- Your tendency to be something of a loner may make it more difficult for other people to trust you, although your demonstrated reliability tends to offset this.
- Although you generally avoid overt conflict, you may speak out on a matter of principle in order to protect your high standards.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.

Reduce Conflict and Increase Harmony with Others:

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.

When Communicating with Kari, DO:

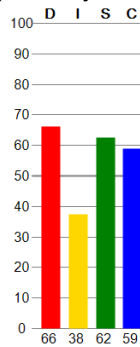
- Be efficient: Hit the major points first.
- When you disagree, take issue with the methods or procedures, not with the person.
- Be specific about what's needed, and who is going to do it.
- Stick to business matters only -- small talk or charm won't be appreciated.
- Motivate and persuade Kari by pointing out objectives and expected results.
- When you agree, support the ideas and potential results, rather than supporting the person responsible for the results.
- Give Kari time to verify the issues and potential outcomes.

When Communicating with Kari, DO NOT:

- Provide incomplete or unclear directions or instructions.
- Fail to follow through. If you say you're going to do something, do it.
- Whine about all of the work you have to do.
- Engage in rambling discussion, and waste Kari's time.
- Confuse or distract Kari from the issues at hand.
- Leave things up in the air, or decide by chance.
- Forget or lose things necessary for the meeting or project.

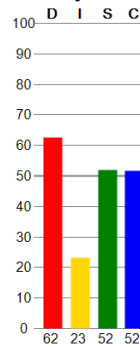
Danny Tran - Dsc/DSC - Examiner Style

Adapted Style - Graph I

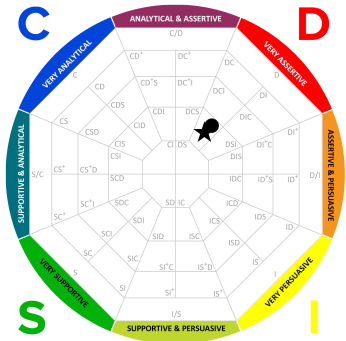


Pattern: Dsc (5344)

Natural Style - Graph II



Pattern: DSC (4244)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You bring a high degree of objectivity to the organization's systems and projects.
- You excel at solving technical or abstract problems and are at your best when dealing with multi-faceted processes.
- You utilize a very deliberate and systematic approach in analyzing answers and creating solutions.
- You demonstrate a high degree of expertise in the operations which you choose to perform.
- You always follow through, with a strong emphasis on completeness.
- You are able to provide factual, authoritative, and objective communication on topics to which you have given proper intellectual consideration.
- You tend to be patient in working with others.

Your Work Style Tendencies – What You Bring to the Job:

- You may tend to be most productive when working alone and undisturbed.
- You are able to research into a variety of complexities and emerge with new facts that can be of value in future decision making.
- You persuade others on the team through perseverance and determination to get the project completed.
- You demonstrate patience in working with people, but also maintain a bit of an emotional distance from others on the team.
- You demonstrate a tireless work ethic in solving complex problems.
- You provide a very realistic approach to projects and ideas.
- You show a high degree of tenacity and follow-through in complex and detailed activities.

You Will Be Most Effective in Environments That Provide:

- A close association with a small group or team, rather than a shallow association with a large number of people.
- A work culture that provides opportunity for challenges and complex problem solving.
- Freedom from constraints, direct supervision, and process bottlenecks.
- A culture that encourages open expression and dialogue of ideas and creativity.
- The ability to work independently with no interruptions.
- A minimum of conflict, hostility, pressure, or sudden change.
- A direct, detailed approach to what needs to be done on a project.

You Are Motivated by:

- Independence from direct supervision or control in the creative or analytic processes.
- Established and efficient procedures for completing projects of a detailed and complex nature.
- Recognition of your analytical ability and leadership capability. This doesn't have to come in the form of awards, but perhaps as an occasional verbal reminder that your contributions are valued.
- A minimum presence of unnecessary change, and sufficient time to modify procedures when change does occur.
- Up-to-date facts and figures for use in analysis and critical thinking.
- Colleagues with whom you can identify and share information of a complex and important nature.
- The existence of as few barriers, bottlenecks, and snags in the system as possible.

Danny Tran - Dsc/DSC - Examiner Style

You Need:

- Sufficient opportunity for beta-testing of a project or idea, before it is actually deployed.
- An occasional revalidation of your contribution to the team or organization at large.
- A support system to eliminate some of the repetitive or routine parts of the job or project.
- Streamlining of some systems and procedures to allow additional time for complex analysis.
- A supervisor who delegates by using specifics, not ambiguities.
- Appreciation for your skills, and freedom to do the job with few interruptions.
- Freedom from responsibility for the quality control of other stakeholders.

Under Stress, May Be Perceived by Others:

- Unassertive
- Grudge-holder
- Possessive with own domain
- Overly blunt toward others

Your Needs When Stressed:

- Accomplishments
- Tangible evidence of progress
- A fast pace for moving toward goals

Your Typical Behaviors in Conflict:

- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.

Reduce Conflict and Increase Harmony with Others:

- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person

When Communicating with Danny, DO:

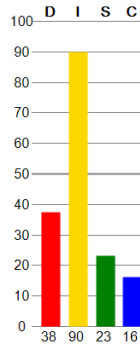
- Motivate and persuade Danny by pointing out objectives and expected results.
- Give Danny the opportunity to express opinions and make some of the decisions.
- Be candid, open, logical, and patient.
- Danny will follow through, so be certain to follow through on your part.
- Be certain that individual responsibilities are clear, and that there are no ambiguities.
- Take your time; be precise and thorough.
- Approach issues in a straightforward, direct and factual way.

When Communicating with Danny, DO NOT:

- Try to develop "too close" a relationship, especially too quickly.
- Threaten with position or power.
- Forget or lose things necessary for the meeting or project.
- Be domineering or demanding.
- Manipulate or bully Danny into agreement.
- Be rude, abrupt, or too fast-paced in your delivery.
- Be sloppy or disorganized.

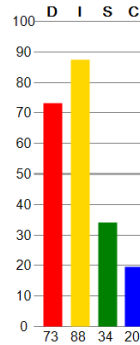
Betsy Whitte - I/ID - Influencer Style

Adapted Style - Graph I

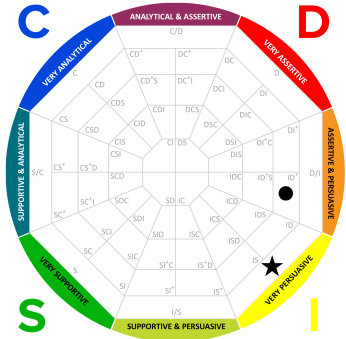


Pattern: I (3621)

Natural Style - Graph II



Pattern: ID (5621)



(circle) = Natural Behavioral Style
(star) = Adapted Behavioral Style

Your Strengths:

- You have a strong sense of urgency to get things done expediently.
- You're a self-starter, and an active agent in everything you do.
- You are able to think quickly on your feet.
- You have the potential to be an engaging presenter.
- You are an excellent team player, very effective at training or developing others.
- You score like those known to be "movers and shakers" in the workplace.
- You're able to sell others on a variety of ideas and concepts.

Your Work Style Tendencies – What You Bring to the Job:

- You seek freedom from routine, control, and minutiae.
- When pressured on the job, you may become more persuadable and less firm in your opinions.
- You enjoy working with others and tend to make friends easily on and off the job.
- You approach projects and express ideas with enthusiasm.
- You are able to wield authority with confidence, and thus obtain the respect of others in the organization.
- You tend to evaluate others on the job by their ability to express themselves verbally.
- You are able to maintain a positive public image through a variety of assignments.

You Will Be Most Effective in Environments That Provide:

- Encouragement to talk about projects and issues openly with peers and managers.
- Ability to see rapid results from your efforts.
- Challenging assignments.
- Freedom from controls, details, and minutiae.
- A freedom to travel around the organization or around the country.
- Authority equal to your responsibility.
- Public recognition of your accomplishments.

You Are Motivated by:

- A supportive and encouraging working environment.
- A strong, visible group or organization to identify with.
- A variety of activities involving people, both on and off the job.
- Power, control, and authority to make decisions toward achieving successful results.
- Freedom to express your ideas to interested listeners.
- A trusted support team to assist with detail work and follow-through.
- Awards that recognize ability, skill, or achievements.

Betsy Whitte - I/ID - Influencer Style

You Need:

- Support work with some of the details, especially when the organization is under pressure.
- Greater control over emotions.
- To feel valued as a team member in order to work at top effectiveness.
- A greater control over time management.
- Opportunities for involvement with a wide scope of people.
- Better control of body language and personal space. Some people don't like grand gestures and don't like to be touched.
- Increased organizational skills to reduce the potential for clutter and confusion.

Under Stress, May Be Perceived by Others:

- Superficial
- Overly optimistic
- Wants own way without considering others
- Poor listener

Your Needs When Stressed:

- To get credit
- Action and interaction
- A quick pace for stimulation and excitement

Your Typical Behaviors in Conflict:

- You may experience a desire to get even if someone thwarts a major component of your personal agenda; however, you are not very likely to follow through. You may choose to overlook the matter in order to preserve the relationship or you may simply lash out in anger.
- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- If a conflict persists or your anger increases, you are likely to lash out with a strong verbal attack on the other person. This may have a startling effect on others since it is so unlike your normal behavior.

Reduce Conflict and Increase Harmony with Others:

- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.

When Communicating with Betsy, DO:

- Offer input on how to make ideas become reality.
- Be clear in your explanations.
- Provide immediate incentives for Betsy's willingness to help on the project.
- Try to be engaging, stimulating, and fast-paced.
- Be specific about what's needed, and who is going to do it.
- Offer specific evidence about the probability of success or effectiveness of some of the options.
- Provide testimonials from people Betsy sees as important and prominent.

When Communicating with Betsy, DO NOT:

- Make guarantees and assurances when there is a risk in meeting them.
- Let the discussion with Betsy get caught in dreams too much, otherwise you'll lose time.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Speculate wildly without factual support.
- Get bogged down in facts, figures, or abstractions.
- Be overly task-oriented.
- Confuse or distract Betsy from the business issues at hand.